Engaging
Families and Self-Advocates

2010/11 Annual Report

COMMUNITY LIVING
BRITISH COLUMBIA

CORE BUSINESS

- CLBC impacts the lives of thousands of British Columbians by funding services that support adults with developmental disabilities to live and participate in their communities.
- CLBC supports more than 13,400 individuals with developmental disabilities.
- Our services are delivered through a network of 3,000 contracted service providers around the province.
- Ninety-three per cent of CLBC's $695 million expenditures in 2010/11 was spent directly on programs and services for people with developmental disabilities and their families.

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ENGAGING FAMILIES AND SELF-ADVOCATES

To help us tell the Community Living British Columbia (CLBC) story, we have chosen the theme "Engaging with Self-Advocates and Families." In British Columbia our society revolves around all types of families. For this reason, engaging families and self-advocates — and helping them reach out to one another — is a priority for CLBC.

This Year's Highlights

- Last year, 766 individuals registered for service with CLBC and additional supports were provided to over 1,000 individuals currently receiving service.
- As of March 31, 2011 the number of individuals registered for service with CLBC had increased by six-per cent over last year and 35 per cent over the last five years.
- CLBC achieved a balanced budget for the 2010/11 fiscal year.
- The Giving in Action Society administers the granting process on behalf of the Vancouver Foundation to provide one time funding grants to eligible families for home renovations or vehicle modifications. From November 2006 to March 31, 2011, 591 families have received grants from the Family Independence Fund for a total of $20.8 million.
- The BC CEO Network, Community Living Agencies Network and CLBC worked together to transform the contracting and reporting relationship, changing the way CLBC negotiates contracts and monitors service delivery for greater fairness and fiscal accountability.
- CLBC and the BC Association for Community Living co-chaired a committee to ensure service review is implemented on principles of person-centred planning and community inclusion.
- A recent satisfaction survey found that overall 71 per cent of individuals are satisfied with the services received from CLBC.
- Self-advocates continue to express high levels of satisfaction with CLBC supports and services.
- CLBC focused on supporting transitioning youth and their families through a series of family and staff consultation sessions.
- In response to feedback from self-advocates and families, CLBC redesigned its website to increase accessibility and readability. New features for individuals with literacy and visibility challenges include self-advocate videos and software for reading text aloud.
- Through the new Personalized Supports Initiative (PSI), 169 adults diagnosed with Fetal Alcohol Spectrum Disorder or Autism Spectrum Disorder who also have significant limitations in adaptive functioning are registered for service with CLBC.
- In March 2011, the CLBC publication *Supporting Success for Adults with Fetal Alcohol Spectrum Disorder (FASD)* was launched at the 4th International Conference on FASD in Vancouver as a resource for service providers, community members and family members who support adults with FASD.
- CLBC and Community Councils organized a series of 17 "Ageing Forums" around the province with over 800 families and self-advocates and community members participating in a discussion about supporting individuals with developmental disabilities and their families as they age.
- CLBC participated in community forums, fairs and exhibitions to increase awareness about inclusive communities for individuals with developmental disabilities including: the 11th Annual Leadership Retreat for Self-Advocates, the BC Association for Community Living's National Family Conference and the Annual General Meeting for the BC Chamber of Commerce.
- Public education materials about CLBC's services and supports have been translated into French, Spanish, Tagalog, Vietnamese, Hindi, Punjabi, Korean, Farsi, Simplified and Traditional Chinese.
- *The Globe and Mail* newspaper partnered with CLBC during Community Living Month in October 2010 to promote "Start with Hi" an initiative to create dialogue and increase understanding of the importance of safe, inclusive communities for individuals with developmental disabilities.
- Social media created the potential to improve communication, consultation and engagement with the individuals and families we support. The "Start with Hi" Facebook site has attracted over 2,700 Facebook fans.
- A demonstration project in the Fraser Region featured 20 self-advocates interviewing over 325 other self-advocates about their quality of life.

Message from the CLBC Board Chair to the Minister

On behalf of the Board of Directors for Community Living British Columbia (CLBC), I am pleased to present our Annual Report for 2010/11.

"Engaging Families and Self-Advocates" is a theme that allows me to discuss what I consider to be some of our most important work over the past year—listening, learning, communicating, and engaging with the people we serve. And to help British Columbians engage with one another. The most wonderful part is that we're breaking new ground by using advanced technology and innovative strategies to interact with families and self-advocates in a way that's meaningful and that leads to mutual understanding, action and change.

A very important moment for me this year was when a group of self-advocates came to meet with some of our CLBC Board members. We closed our briefing books and listened to the teachings that these six individuals had to offer. They were funny, insightful, passionate, and committed to helping us understand their challenges and their needs. Videos of these meetings can be viewed at www.youtube.com/user/communitylivingbc.

This focus on engaging has emerged because of CLBC's strong belief that individuals with developmental disabilities—and the families who care about them—are in the best position to understand their needs and how those needs should be met. CLBC's service delivery model opens up many possibilities for families and self-advocates to lead Good Lives in Welcoming Communities. So, we have taken the opportunity to really listen and consider what might work best for each individual in terms of housing, employment and community inclusion.

Making the most of these opportunities takes open communication, collaboration, shared responsibility and leadership—not just for CLBC, but among all our partners. CLBC has focused on building greater awareness of the supports and services we can provide. We've also worked to create a supportive and innovative environment for families and individuals to engage with CLBC and other partners in the community and work towards shared goals. This includes:

- Developing "Family First" policies that promote the family's role in decision-making.
- New informational materials help individuals and families navigate topics such as personal planning, safeguards, ageing parents and personal support networks.
- Working with families up to 18 months in advance of their child turning 19 years old to ensure a seamless transition to adult supports and services.
- Connecting with self-advocates through more than 120 informal safeguards workshops, training sessions and presentations and a guide to personal support networks to keep people safe and included in community.
- Supporting individuals to live as fully and independently as possibly in a range of residential arrangements including home sharing, staffed residential and supported apartment living.
- Engaging with over 220 individuals and families around the province through 15 "Sharing the Power of Stories" sessions hosted by CLBC's Family Partnership Advisor, Self-advocate Advisor and Aboriginal Advisor.
- Celebrating the achievements of individuals with developmental disabilities during October Community Living Month with events attended by self-advocates, families, staff and community partners in Kelowna, Victoria, Abbotsford, Nelson, Trail, Cranbrook, Castlegar and Vancouver involving over 950 participants. Ten municipalities demonstrated their support through proclamations.
- Providing 33 engagement workshops to over 500 participants including Community Councils and staff to support collaboration with partners to promote community inclusion, citizenship and full participation of people with developmental disabilities.

> "This focus on engaging has emerged because of CLBC's strong belief that individuals with developmental disabilities—and the families who care about them—are in the best position to understand their needs and how they should be met."

- Public education through the "Start with Hi" initiative encourages British Columbians to begin the dialogue to community inclusion.
- Developing a public awareness initiative aimed at employers to promote the opportunities and benefits of employing adults with development disabilities.
- Building relationships with multicultural community groups and immigration service organizations to increase awareness of CLBC's supports and services.
- Initiating conversations by Community Relations staff about CLBC's vision and role with 350 key stakeholders such as government, municipalities, businesses, associations, and police in over 105 meetings.

FINANCIAL POSITION

By the end of 2010/11, our staff and service providers were supporting 13,481 adults with developmental disabilities. We endeavour to maximize the benefits of public funds and are pleased to report that CLBC closed the fiscal year with a balanced budget on expenditures of $695 million. This included $646 million for programs and services that was spent directly on the people that we support.

ACCOUNTABILITY STATEMENT

The 2010/11 Community Living British Columbia Annual Report was prepared under our direction in accordance with the Budget Transparency and Accountability Act and the BC Reporting Principles. We are accountable for the contents of the report, including what has been included in the report and how it has been reported. The information presented reflects the actual performance of Community Living British Columbia for the twelve months ended March 31, 2011 in relation to the Service Plan published in March 2010. The measures presented are consistent with CLBC's mandate, goals and strategies, and focus on aspects critical to the organization's performance.

The Board is responsible for ensuring internal controls are in place that will ensure performance information is measured and reported accurately and in a timely fashion. All significant decisions, events and identified risks, as of March 31, 2011, have been considered in preparing the report. The report contains estimates and interpretive information that represents the best judgment of management. Any changes in mandate direction, goals, strategies, measures or targets made since the 2010/11- 2012/13 Service Plan was released and any significant limitations in the reliability of data are identified in the report.

ENSURING CLBC'S LONG TERM SUCCESS

The past two years have seen significant change to CLBC's mandate and to the population we serve. In 2010/11, CLBC has focused on putting in place the organizational policies and procedures that support these changes. For instance, CLBC is actively contributing to collaborative transition planning with other agencies and government ministries for youth turning 19. CLBC has also completed its first year offering supports through the Personalized Supports Initiative (PSI). The PSI serves a new group of adults who have a diagnosis of Fetal Alcohol Spectrum Disorder (FASD) or a diagnosis of Autism Spectrum Disorder (officially known as Pervasive Developmental Disorder), plus significant limitations in adaptive functioning.

Organizational change in any sector may create uncertainty among an organization's partners. Although our target was down slightly, levels of satisfaction by the individuals we support remains high with 71 per cent approval rate. This past year, CLBC engaged with more than 10,000 people through 330 information sessions and workshops to build understanding and strengthen our relationships with individuals, families, service providers and communities.

I am proud of the work that we have achieved to date and going forward, innovation and shared responsibility will be our focus. Working together, CLBC and our partners will promote adaptability and resiliency of our policies, services and infrastructure. CLBC must have the organizational capacity to innovate and adapt in order to best serve our stakeholders. CLBC is committed to supporting people to plan and adapt to change, while staying true to their personal needs and goals.

Denise Turner

FAMILIES SHARE THEIR STORIES

Coming of age

Parent group offers transition support and advice for families

Charlie McCulloch with his parents Yuko and John.

As her son Charlie approached his 19th birthday, Yuko McCulloch remembers feeling daunted by the changes ahead. "Families rely on the school system when their children are younger — it gives them something to do between 9 a.m. and 3 p.m., it provides for their education, and it offers them a social life," she says. After high school graduation, however, families must make a new plan for how their child will live as an adult.

Yuko was glad to learn of the Vancouver Parents Transition Group, a parent-run organization that provides information and support to families with children who are transitioning to adulthood. Now volunteering as one of the group's coordinators, she is convinced of the value of networking between families. "Navigating through the system is a bit of a maze," she describes. "I found that other families are the best resource, because they can share their experiences and offer help."

Yuko also sits on CLBC's Vancouver Community Council, where she offers the perspectives of families with children who are transitioning to adulthood. During Community Living Month in October, she and Charlie helped to promote inclusion at a public event organized by CLBC in downtown Vancouver.

She's proud of the work of the parent transition group, which provides the opportunity for families to network and socialize throughout the year. Every month, guest speakers discuss topics such as resources, employment, taxation and financial planning. Meetings are held in Vancouver's west and east sides.

Yuko learned how to pool Charlie's CLBC Individualized Funding with another family to pay for a shared support worker Monday to Friday. She knows other families who choose post secondary education for their children, and those who opt for day programs. "Families need different plans, and they need to research all the possibilities," she emphasizes. "They've got to take the initiative to find a solution that works for them."

For more information, visit the Vancouver Parent Transition Group at: **www.vptg.ca**

FAMILIES SHARE THEIR STORIES

A job well done

A family's initiative leads to rewarding employment

Kayleigh Postmus and her father Ben.

"There are lots of opportunities out there, but nobody's going to do it all for you," notes Ben Postmus. This proactive approach has brought great rewards for Ben's daughter Kayleigh, who will soon mark her fourth year as a Walmart employee in Trail.

Kayleigh was completing her last day at Walmart as part of a work experience placement when Ben asked about permanent paid employment for her. A quick discussion with the store manager resulted in a job offer for Kayleigh, provided support could be found.

Ben immediately called a CLBC analyst, urging them to support this great opportunity. "They jumped on it so fast it was unbelievable," he recounts. With the support of CLBC, in three days, Ben and his wife Debbie were able to access funding for a job coach to help Kayleigh succeed at work. The Postmus family took charge of finding and training the job coach. "We discovered that CLBC will fund it if we can find it," Ben enthuses.

After working in a few different areas of the store, Kayleigh has found her best fit in the seasonal department. In the spring and summer, she can be found outside in the garden centre, watering the plants, keeping the shelves stocked, and pricing items. "I enjoy the sunshine and the rain," she says cheerfully. Kayleigh has developed connections with many fellow employees and regularly encounters people she knows from the community. She's saving the wages from her 12-hour-a-week job. "I'd like to buy a hot tub for my family."

Ben and Debbie continue to be actively involved with Kayleigh's employment. They facilitate meetings every few months with the Walmart and CLBC staff. "Our goal is for her to be able to work all by herself," Ben explains.

Kayleigh has developed connections with many fellow employees and regularly encounters people she knows from the community.

FAMILIES SHARE THEIR STORIES

Home is where the heart is

Home sharing offers belonging and independence

Robert Mitchell and Lianna Jones.

Robert spent more than 20 years in a group home in Vernon. One day, he confides, "I told them, 'I need a change'." He was interested in home sharing, but a chronic health condition made it challenging to find a family who could meet his needs. Robert was finally introduced to Lianna and her family, who were considering opening their home to a new friend.

Robert Mitchell and Lianna Jones have a comfortable way with each other that feels like family. Since moving into their home in November 2009, Robert has embraced life with the Joneses, doing chores with Lianna's husband Brian and attending daughter Emma's dance recitals and school events.

It's a good life for Robert, whose interests include cycling the country roads around his Falkland home, photography, painting, shopping and socializing with friends. At home, he has a bedroom and a second room devoted to his artwork and projects. And three days a week, Robert heads into nearby Vernon to take classes, meet his buddies for coffee, and visit with Betty, his girlfriend of 23 years. Robert and Lianna often drop by CLBC's Vernon office to connect with staff and share any recent news.

CLBC worked closely with the Jones family to ensure they were ready to welcome Robert into their home. "He didn't move in until I was completely comfortable with everything," Lianna explains. CLBC made sure that Robert felt supported throughout this transition and will continue to oversee the arrangement so that Robert, Lianna, Brian, and Emma have the support they need to live happily together in the years ahead.

By all accounts, the home sharing arrangement is working wonderfully. Robert sums it up: "I love Lianna, I love Brian and I love Emma... and they love me."

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FAMILIES SHARE THEIR STORIES

A social network

Self-advocate's social media savvy sets a good example for online engagement

Katrina Zimich and her caregiver Janice Black

Katrina Zimich scrolls quickly through the messages on her Blackberry. "I'm always scanning my page," she says. She keeps a close watch on the questions and comments that appear on FAS Angels, the public Facebook page she launched in February 2011 to raise awareness about Fetal Alcohol Syndrome Disorder (FASD). "I definitely want to put a good message out there," she stresses.

The outgoing Richmond resident is very comfortable using social media to connect with friends on her personal Facebook page. She's also an enthusiastic advocate who speaks to medical students and "anyone else who will listen" about FASD. So it was just natural that when she was looking for a way to share her passion more widely, Katrina turned to Facebook. FAS Angels has attracted followers from as far away as California and Michigan, and Katrina is now planning to expand with a website and a support group.

Katrina is one of a group of self-advocates approached by CLBC to talk about social media and how it is used. Through a focus group, Katrina provided advice on the development of CLBC's safe social media project. The project will feature a website and pamphlet offering information and tips to help self-advocates and families safely connect with others through social media. Katrina will be featured on the CLBC safe social media website as a spokesperson for the project.

Katrina has thought a lot about her own safety online. She's careful to block public access to her personal Facebook page and she doesn't provide her personal details or contact information on her FAS Angels page.

With 73 fans and counting, Katrina's thrilled with the positive response she's had to FAS Angels. "Before Facebook, it would have been much harder to connect with people," she says. "I love it."

You can visit Katrina's *FAS Angels* Facebook page at **www.facebook.com/FASAngels**

Organizational Overview

Community Living British Columbia (CLBC) is a Crown agency that funds supports and services that meet the disability-related needs of eligible individuals and their families in British Columbia. CLBC serves two groups:

- Adults with a diagnosis of developmental disability as assessed by a registered psychologist, using the criteria for mental retardation from the *Diagnostic and Statistical Manual of Mental Disorders*; and
- Adults with significant limitations in adaptive functioning and a diagnosis of Fetal Alcohol Spectrum Disorder or Autism Spectrum Disorder (also known as Pervasive Developmental Disorder).

Guiding Framework

ENABLING LEGISLATION AND MANDATE

CLBC is accountable to the provincial government through the Minister of Social Development (MSD) and is mandated under the *Community Living Authority Act* (*CLAA*) to provide a range of supports and services for eligible adults with developmental disabilities.

VISION

CLBC's vision is one of full citizenship in which people with developmental disabilities lead good lives, have rich relationships with friends and family, financial security, choices in how they live their lives, employment opportunities and are accepted and valued as citizens. This is best described as people leading Good Lives in Welcoming Communities. As a steward of this vision, CLBC is committed to fostering the growth of inclusive, supportive communities.

MISSION

CLBC responds to the needs and goals of individuals and families by recognizing their abilities and contributions, sharing leadership with communities, and funding supports that honour individual choice.

VALUES

CLBC understands individuals with developmental disabilities and their families have hopes and dreams like everyone else, and that they are in the best position to understand what their needs are and how they should be met. As an agency committed to helping those it serves to achieve their dreams, CLBC upholds the following values:

- Respecting the rights of all people.
- Supporting people to make their own decisions.
- Supporting people to achieve their dreams for the future.
- Respecting the important role of family and friends in people's lives.
- Promoting people's ability for life-long learning, development, and contribution.
- Being open, honest and fair in all aspects of our work.
- Working cooperatively with others.
- Promoting a culture of responsibility, respect and trust.
- Supporting our employees to do their best.
- Inspiring creativity and innovation.
- Striving for quality in everything we do.
- Being accountable to the people we serve.

Who CLBC Serves

CLBC is responsible for funding supports and services that meet the disability-related needs of eligible adults and their families.

On February 1, 2010, CLBC expanded its services. The Personalized Supports Initiative serves adults diagnosed with Fetal Alcohol Spectrum Disorder (FASD) or Autism Spectrum Disorder (ASD) who also have significant limitations in adaptive functioning.

As of March 31, 2011:

- 13,481 adults with a developmental disability were registered for service with CLBC:
  - 5,684 were receiving residential support and community inclusion services; and
  - 7,797 were receiving a range of CLBC services excluding residential support.
- 169 adults with FASD or ASD were registered with CLBC under the new Personal Supports Initiative:
  - 54 were receiving residential support and community inclusion services; and
  - 115 were receiving a range of CLBC services excluding residential support.

How CLBC Delivers Services

CLBC and its network of contracted service providers support individuals with developmental disabilities and their families in a number of important ways, including:

- Meeting peoples' disability-related needs and reducing their vulnerability.
- Helping families remain connected.
- Supporting people to participate in all areas of community life.
- Enabling people to connect with personal support networks.

CLBC contracts not-for-profit, private agencies and individual caregivers to provide family support, residential and community inclusion services, life skills training and employment support. Professionals and independent contractors also deliver supports and services such as behavioural support. This province-wide network of service providers comprises more than 3,000 contractors.

Individuals and families also have the option of individualized funding, which allows them to directly purchase services that are approved as part of their support plan, or to work with a service provider (using a host agency agreement) that will assist in arranging, purchasing and managing services and supports.

In 2010/11, CLBC managed $695 million in 2010/11 in operating expenditures with 93 per cent spent directly on disability-related supports and services.

SUPPORTING PEOPLE, ENSURING ACCOUNTABILITY

A key element to CLBC's service delivery model is the CLBC facilitator—the first point of contact for individuals or families who are looking for support from CLBC. Facilitators work with individuals and families, using a person-centred approach to develop an individual support plan that describe their hopes, dreams and wants and identifies their strengths, needs and goals. Plans are developed by individuals and their families to address the kinds of support and service that individuals need to help achieve their goals. They act as a link to informal community supports, generic services and CLBC-funded supports and services. They also work with communities to promote inclusion and social, recreational, volunteer and employment opportunities for people with disabilities.

To support this work, CLBC Quality Service staff work with the network of service providers to make decisions on requests for funding for supports and services. CLBC analysts manage the allocation of resources in the face of competing needs. They develop and monitor contracts with service providers to ensure cost-effectiveness and quality. They also promote innovative support options and ensure crisis response capabilities are available in service areas.

CLBC emphasizes ongoing collaboration between facilitators and analysts. This helps ensure that support plans both meet the needs and goals of individuals and their families and make the best and most appropriate use of available resources.

CLBC ACROSS THE PROVINCE

CLBC operates offices across the province. Each office is responsible for a geographic area incorporating several communities and is staffed with facilitators, a manager and administrative support staff. Community Living Centres also serve as a resource for individuals and families to find information, obtain advice and learn more about planning support.

CLBC Offices Throughout British Columbia

100 Mile House
Abbotsford
Burnaby
Campbell River
Castlegar
Chilliwack
Courtenay
Cranbrook
Creston
Dawson Creek
Delta
Duncan
Fort St. John
Gibsons
Kamloops
Kelowna
Langley
Maple Ridge
Mission
Nanaimo
North Vancouver
Parksville
Penticton
Port Alberni
Port Hardy
Port Moody
Powell River
Prince George
Prince Rupert
Quesnel
Revelstoke
Richmond
Salmon Arm
Smithers
Squamish
Surrey
Terrace
Vancouver
Vernon
Victoria
Williams Lake

CLBC Services

Depending on their unique needs and goals, eligible adults and their families can access different types and levels of CLBC support. CLBC uses a person-centred approach to develop support plans that honour individual choice within policy guidelines.

SUPPORTING ADULTS AND FAMILIES

Residential Support
CLBC supports eligible adults to live as fully and independently as possible in the community. To achieve this, CLBC funds a range of supports, including:

- Live-In Support
- Home Sharing
- Staffed Residential Living
- Semi-Independent Living Support
- Supported Apartment Living
- Cluster Living

Community Inclusion
CLBC provides funding to assist adults with developmental disabilities to develop social and life skills that lead to greater independence, including employment. These services include:

- Individual services
- Community-based group services
- Employment support

Professional Support
CLBC helps adults with developmental disabilities live and work in their communities. Assessment, consultation and planning services are provided to individuals, their families or caregivers, drawing on existing community services wherever possible. Services include:

- Direct Support Services
- Consultation Services
- Assessment Services

Support for Families
CLBC funding supports families to care for individuals in their family home. Families may receive supports through contracted services or with direct funding to purchase supports themselves. Services include:

- Direct Family Support
- Respite Services
- Homemaker Services

Support for Aboriginal People
CLBC is committed to responding in culturally-appropriate ways to the needs of eligible adults of Aboriginal ancestry living off reserve. CLBC believes that a community-driven process recognizes regional and community differences and helps strengthen services. The organization is dedicated to ensuring ongoing collaboration with the support of an Aboriginal Advisory Committee. CLBC's Aboriginal Advisor raises awareness about CLBC and its services among Aboriginal people and communities. In addition, CLBC developed a discussion paper entitled *"Respecting Knowledge, Culture and Tradition"* to inform service providers, individuals, families and Aboriginal communities about our services and approach to consultation and planning.

SPECIALIZED MENTAL HEALTH SERVICES

CLBC operates the Provincial Assessment Centre (PAC), a tertiary care mental health assessment and treatment centre serving individuals aged 14 and older who have a developmental disability and a mental health issue. A ten-bed facility in Burnaby provides an assessment period of up to 90 days, with a six-month community follow-up. Assessment and treatment services include diagnosis, care plan recommendations and community consultation.

Using a discharge plan, the PAC community liaison team assists with the transition back to home, a process that includes caregiver orientation and training. Two additional PAC beds were added in March 2010 to serve as "step down" beds for Lower Mainland residents, bridging the transition from hospital back into the community.

CLBC Services

PROMOTING SAFEGUARDS

CLBC is strongly committed to ensuring the safety of the adults it serves, whether they are at home, at work or anywhere in their community. CLBC is responsible for a range of formal safeguards including standards, monitoring, licensing, external reviews and a complaints policy. As a designated agency under the *Adult Guardianship Act*, CLBC responds to allegations of abuse and neglect towards adults with developmental disabilities.

An area of increasing emphasis for CLBC is the identification and promotion of informal safeguards, which are based on caring connections with family, friends and neighbours. CLBC provides training for adults with developmental disabilities to gain skills to build their personal support networks and understand how to be safe.

The Safeguards Project was initiated in 2006. In 2010, an external evaluation was conducted by Dr. Michael Kendrick, internationally recognized for his expertise in the areas of safeguards and vulnerability of persons with developmental disabilities. In the report, Dr. Kendrick highlighted the breadth and level of commitment shown by CLBC with the Safeguards project on addressing vulnerability and safeguard issues. "The initiative is province wide, involves multiple players at multiple levels, builds on earlier work in the province, and mobilizes both formal and informal resources in a wide variety of collaborative partnerships. CLBC and its Safeguards Initiative stand out both as a demonstration of leadership and innovation worthy of both evaluation and commendation."

It is also important for communities to be receptive to people with developmental disabilities as members of the community. CLBC's public awareness initiative, called "Start with Hi" (www.startwithhi.ca), has proven very successful in using various media to encourage ordinary citizens to create more inclusive communities.

COMMUNITY ENGAGEMENT

Communities are our key partners in fostering inclusiveness and developing supports and services that meet individuals' and families' unique needs. CLBC's community engagement practices help develop strong relationships with communities throughout the province. Together, we work to create welcoming places for people with developmental disabilities to live full lives. CLBC achieves meaningful engagement with communities in the following ways:

Community Liaison

Across British Columbia, 13 Community Councils offer assistance and guidance to help CLBC meet the changing needs and challenges faced by people with developmental disabilities. They are comprised of self-advocates, families, community members and service providers. Community Councils act as ambassadors and connect with communities to promote inclusion throughout the province. Together with CLBC staff and managers, they enhance the creation of safe environments, improve access to community resources and acknowledge the gifts and contributions of people with disabilities. They also help develop and promote creative, community-specific solutions that improve community access and inclusion.

Board Input

CLBC's Board of Directors receives stakeholder advice and information for its governance and decision-making through the Provincial Advisory Committee, as required by the *Community Living Authority Act*.

The Advisory Committee consists of one self-advocate or family member from each of CLBC's 13 Community Councils. In order to enhance linkages with the Board, two CLBC Board members attend all meetings. The Advisory Committee:

- Ensures two-way communication between Community Councils and the Board by acting as a link to the Board on both successes and concerns identified by Community Councils that have provincial implications for CLBC and those it serves.
- Recommends improvements to policy and practice for consideration by the Board and CLBC to enhance the quality of life for people served by CLBC.

Stakeholder Communication

CLBC serves an important role for self-advocates and families, as well as for organizations and communities across British Columbia. Many have an interest and a stake in the strategic directions of the organization and in the services it provides.

Communication is an integral way CLBC builds and maintains strong relationships with its many stakeholders. During 2010/11, CLBC focused a great deal of effort in developing communications programs and materials that help clarify its goals and provide information on the supports and services it can provide within its mandate. CLBC and the BC Association for Community Living co-chaired a committee to ensure service review is implemented on principles of person-centred planning and community inclusion.

In addition to communicating to stakeholders through traditional means such as its print newsletter, CLBC has recently taken full advantage of new communications approaches and technologies that reach out to the people it serves. A newly-redesigned website makes navigation simpler and features video instructions to help all users find what they need. CLBC is also using social media to connect with people in new, more informal ways.

CLBC recognizes the importance of face-to-face communication. It holds public meetings to obtain community feedback on the policy, practice and financial implications of key issues, and through working groups that address important operational issues. CLBC engages with business and community stakeholders to ensure a broader awareness of the importance of the inclusion of individuals with developmental disabilities and their role in building welcoming communities.

Senior management makes regular presentations to communities on CLBC and its work. Satisfaction surveys are conducted on a yearly basis by CLBC and by accredited agencies funded by CLBC. The Board of Directors also holds informal sessions to meet with individuals, families and service providers to hear their stories and learn about their challenges, concerns and successes.

Significant Changes in 2010/11

In the years prior to 2010/11, CLBC focused on a number of significant changes to its role and services. These included:

- Collaboration in implementing government protocol to support youth as they transition to the adult system of supports and services.
- Expanded eligibility for services and the launch of the Personalized Supports Initiative to serve adults with significant limitations in adaptive functioning and a diagnosis of either Fetal Alcohol Spectrum Disorder, or a Pervasive Developmental Disorder such as Autism (February 1, 2010).

In 2010/11, CLBC focused primarily on operationalizing new policies and procedures that support the previous year's changes.

Over the past year, Community Living BC has been working collaboratively with service providers to identify ways to effectively manage our resources and ensure our system of supports is sustainable for individuals with developmental disabilities.

Connect with CLBC

facebook.com/StartwithHi
The official Facebook Page of CLBC's Start with Hi initiative, www.startwithhi.ca

facebook.com/CLBC.selfadvocates
A place for self-advocates and their supporters to share stories, meet friends.

facebook.com/CLBC.families
A place where families can connect with each other to share stories, information, experiences, and resources.

Follow us on twitter:
twitter.com/clbc_connect

Corporate Governance

Role of the Board

CLBC is responsible to The Honourable Harry Bloy, Minister of Social Development, through a Board of Directors, which governs CLBC in a manner consistent with the Government's mandate and policy directions. The Board ensures that CLBC complies with government's financial and other policies and applicable legislation.

The Board chair is the key link between government and CLBC, advising the Minister on issues that materially impact CLBC business or the Minister's interests and accountabilities. The Board guides senior management's implementation of CLBC's service delivery model. Board meetings are open to the public and both the minutes and annual meeting schedule are posted on the CLBC website.

Under the *Community Living Authority Act (CLAA)*, the Minister can appoint up to 11 directors to the CLBC Board. The Board as a whole requires the skills, qualifications and experience to govern CLBC effectively.

The governance policies and practices of CLBC are fully compliant with the Governance and *Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations (Best Practice Guidelines) February 2005* issued by the Board Resourcing and Development Office (BRDO), Office of the Premier of British Columbia. The Board Governance Manual can be found on CLBC's website.

Board Governance Principles

Based on the Board Resourcing Development Office's *Best Practice Guidelines Governance and Disclosure Guidelines for Governing Boards of BC Public Sector Organizations*, CLBC's Board uses these principles to guide how it exercises governance responsibilities. The Board hires the CEO and delegates to the CEO overall responsibility for the operations of CLBC within the parameters set by the Board. The CEO manages CLBC's human and financial resources. The CEO is the primary spokesperson for CLBC and the Board Chair is the primary spokesperson for the Board.

Board members must respect the organizational structure of management. A Board member has no authority to direct any employee of CLBC. Board members shall exercise the care, diligence and skill that a reasonable prudent person would exercise in comparable circumstances. Board members should act honestly and in good faith with a view to the best interests of CLBC. In keeping with these standards, Board members are required to keep confidential any information about CLBC that has not been publicly disclosed including Boardroom discussions. Board members are required to avoid potential, perceived or actual conflicts of interest that are incompatible with service as a Director and disclose any personal interests that may conflict with the interests of CLBC.

Membership of the Board of Directors

Denise Turner, Chair (Lower Mainland)

Kenneth Crump, Vice-Chair (Lower Mainland)

Mark Duncan (Lower Mainland)

Norah Flaherty (Lower Mainland)

Darryl Harand (Okanagan)

Elizabeth Hunt (North)

Roberta Kjelson (Thompson)

Ernest Malone (Lower Mainland)

Jan Marston (Lower Mainland)

Don Rowlatt (Lower Mainland)

Arn van Iersel (Island)

CLBC would like to acknowledge the leadership and contributions of the former members of the Board of Directors during 2010. Our sincere thanks are extended to former Chair Lois Hollstedt, and to Directors Teresa Azak, Rod Gunn, Colleen Hay, Maurice Mourton, Joan Rush and Harvey Venier.

STANDING COMMITTEES OF THE BOARD

Three standing committees support the work of the Board:

1. *Governance and Human Resources*—provides a focus on governance to help enhance CLBC's organizational and Board performance and assists the Board in fulfilling its obligations relating to human resources, including employee engagement, compensation, development and succession planning of human capital. Chair: Jan Marston; Members: Ernest Malone, Don Rowlatt, Elizabeth Hunt and Mark Duncan; Ex officio: Denise Turner
2. *Finance and Audit*—Assists the Board in fulfilling its oversight of finance and audit matters including reviewing financial information; strategic financial plans, operating and capital budgets; external and internal audit activities; the system of internal controls, risk management and information; and investment management activities. Chair: Kenneth Crump; Members: Arn van Iersel, Don Rowlatt and Ernest Malone; Ex officio: Denise Turner
3. *Quality and Service*—Supports CLBC's community engagement, citizenship and inclusion mission and helps the Board fulfill its responsibilities to ensure the quality of, and equitable access to, funded services. Chair: Norah Flaherty; Members: Darryl Harand, Arn van Iersel, Roberta Kjelson and Kenneth Crump; Ex officio: Denise Turner

CLBC Senior Management Team

Chief Executive Officer
Rick Mowles

Vice Presidents

Corporate Services
Richard Hunter

Organizational Development
Doug Woollard

Policy & Program Development
Carol Goozh

Directors

Communications
Roslyn Ingram

Quality Assurance
Paula Grant

Strategic Planning
Brian Salisbury

Regional Operations Directors

Fraser Region
Carla Thiesen

Interior Region
Lynn Middleton

Vancouver Coastal & North Regions
Paul Sibley

Vancouver Island Region
David MacPherson

Report on Performance

Operating Context

CLBC was established in 2005, founded on the belief that people with developmental disabilities and their families know what they need, what they aspire to, and how they can contribute to their community. CLBC's service delivery model respects individuality with its person-centred approach. It also assists sustainability by helping people take full advantage of the resources, services and information supports that already exist within their communities. CLBC's service delivery model continues to evolve based on evaluation, feedback, research and innovative approaches.

CLBC separates personal planning, provision of support and services for individuals and families, and community development activities from funding decisions and contract administration. This enables:

- More objectivity in allocating resources in the face of competing needs.
- Greater focus on innovative individualized approaches and less focus on funded supports.
- Increased focus on contract oversight and accountability, and developing responsive services.
- Enhanced community engagement, leading to more opportunities for community inclusion.

Key Risks and Challenges

External factors and the internal operating environment influence how CLBC is able to provide services. CLBC has challenges, risks and opportunities that influence its performance and plans for the future.

SYSTEM SUSTAINABILITY

There is an increasing demand for supports and services for individuals with developmental disabilities. In 2010/2011 766 individuals registered for service with CLBC and additional services and supports were provided to over 1,000 individuals currently receiving service.

The number of eligible individuals registered for service with CLBC has increased by 35.5 per cent in the last five years with an additional 5.3 per cent projected for 2011/12. This growth is anticipated to continue, but at a decelerating rate, into 2012/13 and beyond. The largest segment of growth continues to be 19-year-olds entering the adult system. In 2010/11, 631 individuals in that age group registered for service with CLBC.

Some contributing factors include:

- Increasing population served by CLBC resulting from general population growth, as well as increasing life expectancy for people with developmental disabilities.
- Increasing health related needs as individuals with developmental disabilities age.
- Diminishing family capacity to cope with adults living at home as caregivers age.
- Increasing family expectations for employment options and other day supports as children turn 19 and enter the adult system.
- Increasing awareness of CLBC, leading a greater number of older adults to request services for the first time.
- Anticipated demand from the new group of adults now eligible for CLBC services through the Personalized Supports Initiative.

CLBC is challenged to meet this increasing demand within finite resources. In addition to continued Government support CLBC needs to continue to work with families and the broader community to access existing informal supports and innovations occurring within the sector. Additionally, self-advocates and their families tell us that traditional services and programs are not always appropriate to address their needs and goals.

YOUTH TRANSITIONING INTO CLBC

Since 2009, the Ministry of Children and Family Development has been responsible for providing services for children with special needs. When individuals turn 19, they are eligible to receive services from CLBC under the Ministry of Social Development. Leaving school and beginning adult life marks a significant transition for youth and their families, including new options for housing, employment and community supports.

A smooth transition to the adult system requires close collaboration and planning between CLBC, government ministries, community partners and families. Additionally, CLBC must be able to plan and budget appropriately for the projected increase of more than 700 new adults requiring service.

STAKEHOLDER SUPPORT

The planning, implementation and uptake of CLBC's services requires the continuing engagement and support of many stakeholders: individuals with developmental disabilities and their families, service providers, partner organizations, communities, and CLBC management and staff.

CLBC has facilitated significant changes to its service delivery approach in a relatively short time. This new model challenges the conventional, one-size-fits-all approach, and recognizes informal supports, shared responsibility and innovative solutions. The scope of this change challenges us all to think and act in new ways.

Service delivery change can destabilize stakeholder support, especially in the short term. In order to maintain and promote relationships with its stakeholders during transition, CLBC is committed to being a leader in communication, engagement and organizational transparency.

INFORMATION MANAGEMENT

CLBC has extensive information management needs, from ensuring that funding decisions are fair and equitable to managing hundreds of service contracts. The organization relies on accurate, timely information to help manage, analyze, plan and report on its activities. CLBC will continue with its capital plan to upgrade and enhance its information management systems to support this level of service delivery and accountability.

Strategies to Address Risks and Challenges

KEY ISSUES	STATUS AND POTENTIAL IMPACTS	MITIGATION STRATEGIES
Community Living service system sustainability	▪ Demand for community living services will continue to increase. ▪ Meeting individual and family expectations and achieving greater community inclusion is challenging based on projected increasing service demand.	▪ Review contracts and if required make changes that continue to address disability-related needs and ensure any savings are used to support more individuals. ▪ Explore whether individuals can move to smaller, more individualized living situations which meet individual needs and may be more cost effective. ▪ Maintain CLBC's range of residential services including supported living, shared living and staffed residential (group homes). ▪ Support individuals, families, service providers and CLBC staff to think and act in new ways through education and training about new possibilities. ▪ Create partnerships to increase community capacity. ▪ Leverage funding already committed to CLBC and the sector to attract new financial partners. ▪ Better integrate government funded programs with the community, and philanthropic and business sectors.
Youth transitioning to CLBC	▪ CLBC may not know the complexity of needs of transitioning youth. ▪ Youth transitioning to CLBC and their families may be unaware of what CLBC can provide.	▪ Implement youth transition protocol. ▪ Work with other signatories in part to continue to identify needs of transitioning youth. ▪ Provide information to youth and families about CLBC funded supports and services. ▪ Employ resource allocation that supports transition planning, budget forecasting and crisis management.
Stakeholder support	▪ Sustaining stakeholder support for CLBC's goals can be challenging. ▪ Changes being made to the way in which supports and services are planned and delivered challenge conventional practice.	▪ Address questions and concerns about service delivery issues effectively and in a timely manner. ▪ Obtain feedback from stakeholders prior to making major operational changes. ▪ Encourage dialogue and input from stakeholders. ▪ Enable access to information. ▪ Increase awareness of CLBC's mandate, mission and vision.
Information management	▪ CLBC service delivery and accountability depends on enhanced data management.	▪ Identify and implement processes that can be automated, including coordination with provider systems. ▪ Implement a contract management system linked to CLBC's information system. ▪ Upgrade information management system for enhanced accountability.

Organizational Capacity

The following organizational strengths will help CLBC address challenges and achieve its goals and objectives.

- The Board, management and staff are committed to CLBC's vision, mission and values.
- A solid foundation has been built upon which to make further operational improvements.
- CLBC is committed to organizational transparency.
- CLBC invests in stakeholder engagement.
- CLBC's focus on aligning disability-related needs to services provided helps develop innovative person-centred responses.
- CLBC collaborates with the Ministry of Social Development (MSD) to address the needs of all adults served in more comprehensive and integrated ways through the array of supports, such as employment services available through the Ministry.
- The Personalized Supports Initiative provides opportunities for promising service innovations to shape how adults with developmental disabilities are served.
- Training about new service possibilities and funding potentially innovative services is resulting in more cost-effective approaches.
- Senior management provides continuity and possesses the necessary experience to lead for success.
- Progress is being made in resource allocation, improving equity and access.
- CLBC has consistently applied appropriate fiscal management strategies to balance its budget.
- Data collection and analysis continues to be improved to better inform decision making and future planning.

Goals, Strategies, Performance Measures and Targets

During 2008, CLBC developed new goals and measures for its annual planning and reporting cycle. A logic model, which identified key CLBC inputs and activities and expected outputs and outcomes, guided development of the goals and performance measures, which were reported for the first time in CLBC's 2009/10 annual report. This report tracks CLBC's progress against those baseline measures.

CLBC'S GOALS

- **Service Excellence:** Adults with developmental disabilities access high quality, responsive supports and services to help them meet their needs and participate as full citizens.
- **Organizational Responsiveness:** CLBC is a best practice employer whose staff works effectively with local, regional and provincial partners to implement innovative and inclusive supports and services.
- **Operational Efficiency:** Supports and services needed by adults with developmental disabilities and their families are provided in a cost-effective and equitable manner.

Benchmarks

Benchmarks help evaluate and improve performance, allowing for an objective comparison of performance to other organizations. While CLBC continues to explore potential national and international benchmarks, a key challenge is the lack of comparative data. Issues include:

- Jurisdictions often define services and outcomes in different ways.
- Populations served can differ somewhat.
- Funding mechanisms vary.
- Number of institutional versus community services can be different.
- Staff roles and organizational mandates may not be comparable.

Establishing appropriate benchmarks is an ongoing challenge for provincial community living service systems across Canada. Nationally, these organizations remain interested in exploring potential mechanisms for cross jurisdictional comparisons. CLBC continues to partner in these annual discussions.

1 GOAL 1: Service Excellence

CLBC's mandate includes promoting choice and innovation in how needed supports and services are delivered and assisting adults to achieve maximum independence and live full lives. Supports and services that are individualized and responsive are critical. Service excellence speaks to the capacity and effectiveness of the service delivery system to respond to the disability-related needs and citizenship goals of adults with developmental disabilities.

KEY STRATEGIES TO ACHIEVE SERVICE EXCELLENCE

- Information and training is provided to stakeholders to help them better understand person-centred thinking and services.
- Service providers develop responsive services to meet the diverse disability-related needs of adults and families.
- CLBC and its community partners provide culturally appropriate services to Aboriginal people and other cultural groups.
- Outreach services identify and support adults unlikely, or unable, to maintain contact with CLBC.
- CLBC partners with Ministry of Social Development and other government bodies to help adults gain streamlined access to provincial supports and programs.

Importance of the Measures

Levels of satisfaction are an overall measure of the service delivery system's capacity to enable people to achieve their personal goals and live as full citizens in their communities. Also, research indicates individualized funding and direct payments can help move towards a system in which personal choice is a major driver of what people create or access to meet their needs, resulting in more person-centred, responsive options compared to traditional approaches. The net effect is that the same, or similar supports and services, can be delivered in a more cost-effective way.

Discussion

2009/10 was the first year that CLBC began measuring the percentage of individuals and families who feel well supported by their service providers. A baseline of 82 per cent was established, and CLBC set a target of 85 per cent going forward. The quality of services provided is primarily the responsibility of contracted service providers. CLBC is working with service providers, individuals and families to identify strategies to achieve the targets that have been set for this measure.

The uptake of individualized funding and direct payments is dependent upon various factors including funding availability, awareness of the advantage of these payment option, and addressing challenges associated with converting existing services to individualized funding. This year, the number of individuals and families who purchase supports and services using individualized funding was higher than anticipated. Accordingly, future targets for this measure have been increased. CLBC substantially achieved its target for the number of families who receive direct payments for adult respite.

Data Sources

Random surveys are conducted each year of people who receive CLBC funded supports and services. Management consults with the Mustel Group to ensure the survey design is appropriate and results are accurate.

Data sources for individualized funding and direct payment are CLBC's service delivery management system and CLBC's accounting systems. Regular data quality audits are conducted on key components of the information system and accounting systems are also subject to internal and external audit processes.

	PERFORMANCE MEASURES	ACTUAL 2009/10	ACTUAL 2010/11	TARGET 2010/11	TARGETS* 2011/12	2012/13	2013/14
1	% of individuals and families who feel well supported by their service providers	82% (baseline)	78%	85%	85%	85%	85%
2	Number of individuals and families who purchase supports and services using individualized funding	168	257	225	375*	475*	575
3	Number of families who receive direct payments for adult respite	840	894	900	1000	1200	1400

*Targets increased from original Service Plan

2 GOAL 2: Organizational Responsiveness

As well as funding supports and services, CLBC develops and funds support plans that blend formal (paid) and generic services and informal community supports to best address people's disability-related needs. It is important that CLBC staff is flexible and responsive to individuals and families whose needs, circumstances or goals may change.

KEY STRATEGIES

- Refinements made to CLBC's service delivery approach support effective facilitator/analyst collaboration.
- CLBC revises its policies and practice guidelines as needed and communicates the changes organization-wide.
- CLBC provides training to its field staff to support their role.
- Human resource practices encourage workforce diversity.
- CLBC builds community capacity by investing in community development initiatives or partnering with stakeholders where appropriate.

Importance of the Measures

Satisfaction levels are an overall measure of the service delivery system's responsiveness and its ability to appropriately serve adults and their families in a person-centred and flexible way.

Discussion

Baselines were established in 2009/10 for the three measures chosen for this goal. The 2010/11 forecasts for all three performance measures were less than expected. In particular, the results for the second and third measures can be influenced by external factors. CLBC will continue to actively pursue improved future results.

Data Source

Random surveys are conducted each year of people who receive CLBC funded supports and services. Management consults with external experts to ensure the survey design is appropriate and results are accurate.

PERFORMANCE MEASURES				TARGETS		
	ACTUAL 2009|10	ACTUAL 2010|11	TARGET 2010|11	2011|12	2012|13	2013|14
1 % of individuals and families who feel their concerns were listened to	77%	76%	79%	81%	83%	85%
2 % of individuals and families who feel their concerns were addressed in a timely manner	70%	67%	72%	74%	76%	78%
3 % of individuals and families who feel they were provided with useful referrals and resources	68%	64%	70%	72%	74%	76%

3 GOAL 3: Operational Efficiency

CLBC is committed to ensuring the delivery of high quality, sustainable supports and services. However, it also operates in an environment where there is significant demand on its budget to meet disability-related needs in individualized ways. This goal speaks to CLBC's overall effectiveness in managing its financial resources.

KEY STRATEGIES

- Implementation of the contract management system is effectively linked to the CLBC service delivery management system to inform budget priority setting and support organizational planning and decision making.
- Information is shared with individuals and families about the full range of support and service options that are available.
- Refinements are made as needed to the *Guide to Support Allocation, Priority Ranking Tool and Catalogue of Services* to inform allocations decisions and support consistency and equity.
- A standardized contracting framework is implemented that ensures cost-efficient and appropriate services at the highest standard.
- Capacity of contractors to provide supports that better match the needs of adults served is increased by implementing a contracting framework that focuses on person-centred outcomes.

Importance of the Measures

CLBC has a responsibility to manage its operating costs and ensure that as much funding as possible is spent directly on providing needed supports and services. The remaining budget funds CLBC headquarters and field operations to deliver those services throughout the province.

Residential services represent approximately 65 per cent of CLBC's contracted service expenditures. Historically, funding has focused on 24-hour staffed group homes with four to five individuals. In the last few years, individuals have increasingly chosen more person-centred options, such as home sharing or semi-independent living. A key indicator of cost-effectiveness is the percentage of individuals living in smaller, individualized arrangements where no more than two people live together.

Discussion

This percentage of direct service delivery measure to track CLBC's operational efficiency was introduced in 2009/10. CLBC is committed to achieving a 93 per cent expenditure rate annually on direct services. This year, CLBC met its target.

The measure related to percentage of individuals in individualized settings was introduced in 2009/10, with a baseline of 58 per cent. This year, CLBC target remained the same as past fiscal.

Targets for future years continue to reflect conservative estimates that enable CLBC to develop the additional capacity necessary to focus on more cost-effective, individualized residential services while ensuring stability for individuals with more complex needs who are already being served.

Data Source

The data source for measure one is CLBC's corporate accounting system, which is subject to internal and external audit processes. The data source for measure two is the service delivery management system. Data is validated through a semi-annual confirmation with service providers of all residential services.

PERFORMANCE MEASURES		TARGETS					
		ACTUAL 2009|10	ACTUAL 2010|11	TARGET 2010|11	2011|12	2012|13	2013|14
1	% of annual funding used for direct service delivery	93%	93%	93%	93%	93%	93%
2	% of individuals receiving residential services that live in smaller, individualized arrangements*	58%	58%	59%	60%	61%	62%

*Some staffed residential locations serve two or fewer individuals, and some home sharing locations serve more than two individuals.

Shareholder's Letter of Expectations

A key component of the governance framework is the Shareholder's Letter of Expectations (SLE). The letter describes the relationship between Community Living British Columbia (CLBC) and the provincial government, and mandates direction from government to CLBC. The SLE ensures a mutual understanding between the shareholder and CLBC on governance issues, mandate, core services, public policy issues, strategic priorities and performance expectations. It is reviewed annually and updated as required. The SLE can be found on CLBC's website.

This table summarizes key directions from government set out in the Shareholder's Letter of Expectations and the actions CLBC is taking to address them.

SLE DIRECTION	CLBC PROGRESS
Implement Recommendations from the Independent Review of CLBC's Policy Tools and Service Delivery Model	In 2008, an independent review examined CLBC's service delivery approach and policy tools. The overarching goals of the 27 resulting recommendations were to: ▪ Ensure CLBC's long-term sustainability and cost certainty. ▪ Enable CLBC to develop innovative and flexible service delivery options. ▪ Help CLBC to effectively meet its adult guardianship responsibilities. As of March 31, 2011, all of the review's recommendations have been completed.
Expand Services to Eligible Adults Through the Personalized Supports Initiative	A regulatory amendment and additional funding enabled CLBC to expand its services starting February 1, 2010. Through the Personalized Supports Initiative, CLBC now offers support and services to eligible adults with: ▪ Fetal Alcohol Spectrum Disorder ▪ Autism Spectrum Disorder As of March 31, 2011, 169 individuals have been served through this new initiative.
Requests for Supports and Service	▪ In 2010/11, the number of adults served by Community Living BC grew by six per cent. ▪ In 2010/11, Community Living BC served more than 13,000 individuals across British Columbia. ▪ CLBC continually reviews and prioritizes its requests for service and works to address urgent and critical needs or individuals receiving no support.
Accreditation Status	With approval from the Ministry of Social Development, CLBC has set a revised goal to become accredited by 2012, using Service Management Network Standards set out by the Commission on Accreditation of Rehabilitation Facilities.

SLE DIRECTION	CLBC PROGRESS
Information Management System to Support Operational Needs	▪ Upgrades continue to the information management system, which is used to document CLBC interaction with individuals and their families. ▪ Rules for data validation and streamlined work processes have been created. ▪ Additional business process modules will occur over the next few years. ▪ CLBC has identified and implemented work processes that can be automated, including implementation of a Supplier Registry and the final stages of testing a new contract management system.
Commitment to Climate Action	▪ A Go Green Committee identifies ways to help CLBC become carbon neutral. ▪ On March 31, 2011, CLBC submitted its Carbon Neutral Action Report to the Climate Action Secretariat. ▪ All new CLBC staff take an online course as part of their orientation. ▪ CLBC publicizes its Go Green commitment at www.communitylivingbc.ca/about/go-green/.
Support Youth Transitioning to Adult Services	Although children's services were transferred to the Ministry of Children and Family Development (MCFD) in 2009, CLBC shares responsibility for ensuring that youth effectively transition to adult services. ▪ CLBC is one of nine government organizations that signed a cross-ministry transition planning protocol that focuses on working together to support youth with special needs and their families as youth transition to adulthood. ▪ CLBC participates in the implementation working group for the protocol to develop strategies to support the cross-ministry collaborative approach. ▪ CLBC provides information about CLBC's role for supporting youth transitions. ▪ CLBC works with MCFD under the Service for Transitioning Youth MCFD-CLBC Operating Agreement. ▪ CLBC focused on clarifying its role in supporting transitioning youth and their families through a series of staff and family group consultation sessions.
Effective Performance Management	▪ CLBC has policies and practices in place to improve operational efficiency, reduce administrative costs and implement quality assurance, performance management and accountability reporting initiatives for its operations and contracted services. ▪ CLBC is phasing implementation of a monitoring framework to support fair, informed and consistent decision making about the types of levels of service funded by CLBC. ▪ Work continues to implement CLBC's contract management system to support a system wide contract process with services funded in a fair and equitable manner. The system will enable document creation, contract management, evaluation, vendor management and reporting. ▪ In order to ensure an equitable approach to the allocation of services, CLBC developed a draft *Guide to Support Allocation* for staff to use to review an individual's disability-related needs and to determine the required level of service. The information used to complete the guide comes from the individual, family and service provider. ▪ Development of a quality assurance framework will assist CLBC's commitment to continuous quality improvement.

Financial Report

Management Discussion & Analysis

This discussion and analysis of the financial results from operations and financial position for the year ended March 31, 2011 should be read in conjunction with the audited financial statements and accompanying notes. Management has included some forward-looking statements which we believe to be reasonable, based on information currently available but these statements are subject to risks and uncertainties that may cause actual results to differ from those forward looking statements.

HISTORY AND FINANCIAL STRUCTURE

CLBC was incorporated July 1, 2005 and assumed from Ministry of Children and Family Development (MCFD) the policy, budgetary, contractual and operational responsibility for the delivery of community living services to adults.

Over the following years, CLBC had certain responsibilities for delivering community living services to children with development disabilities and children with special needs, either directly or on behalf of MCFD. Effective October 31, 2009, MCFD assumed all responsibility for community living services to children and the related regional staff and support infrastructure was transferred to MCFD.

On February 1, 2010, CLBC implemented the Personalized Supports Initiative (PSI) to provide service to adults with significant limitations in adaptive functioning and a diagnosis of fetal alcohol spectrum disorder or autism spectrum disorder (also known as pervasive developmental disorder).

CLBC provides its program services through contractual arrangements with individuals and non-profit and private agencies throughout the province, through direct funding to families, and through the operation of the Provincial Assessment Centre. Management of CLBC's contractual relationships and the planning and support for individuals and their families is conducted through offices located around the province, supported by corporate offices in Vancouver.

Ninety-three per cent of CLBC's expenditures are spent directly on contracted and direct program services to support individuals and their families.

Funding for CLBC operations is provided by contributions from the Province, recoveries from health authorities relating to supported individuals with health related issues, and miscellaneous income and recoveries.

The majority of the individuals served by CLBC have life-long support requirements. As a result, most supports implemented represent ongoing commitments and expenditures. CLBC carefully manages its available resources over multiple years, monitoring the impact of the current year's commitments as they annualize into the following year. CLBC's objective is to balance the amount and timing of support commitments approved in any given year such that there is stability in the amount of new services being implemented from year to year.

The *Community Living Authority Act* mandates that CLBC not operate at a deficit without the prior approval of the Minister.

2010/11 Operating Environment and Risks

SERVICE DEMAND

The number of adults presenting to CLBC continues to grow at a higher rate than the overall provincial population. The number of adults served grew by six per cent in 2010/11 (5.8 per cent in 2009/10). The number of 19–23 year olds continues to make up the bulk of the growth, with 721 of the 910 new individuals registering in the year being within that age group. In addition to the service demand due to the increase in the number of supported individuals, demand is also impacted by the increasing disability-related needs of existing supported individuals as they age.

Service demand in 2010/11 has been addressed through increased funding contributions from the Province and through the re-investment of contract savings realized from regional management initiatives to re-design existing services and adjust service levels to align with disability-related needs. The impact of increased service demand has been mitigated through the following initiatives:

- Effective and comprehensive systems to monitor and forecast new service commitments.
- Regional management focus on the multi-year impact of service commitments.
- Effective planning and prioritizing of services to avoid crisis.
- Development of crisis response mechanisms in regions

to ensure that crisis placements are of short duration and subject to a full re-evaluation once a personal plan has been developed.

- Allocating funds to provide supports to maintain family capacity and avoid more complex interventions.
- Application of CLBC's funding guide to appropriately cost services and assist in negotiation and oversight of contracted services.

SERVICE PROVIDER RELATIONSHIPS

Service provider participation is critical for the successful implementation of CLBC's service delivery model and the processes for resource allocation, procurement, contracting, monitoring and service re-design. In addition, service provider capacity in smaller communities continues to be a challenge as typically there are a limited number of agencies offering services and limits on the type of services available. In some areas, recruiting Home Share providers continues to be an issue. CLBC engaged service providers and mitigated capacity challenges through:

- Establishing a consultation table with unionized and non-union agencies.
- Developing, through consultation, procurement and contracting practice and language to streamline processes and enhance transparency.
- Developing, through consultation, a contract costing methodology, including a contracting model to support and promote agency-supported Home Sharing.
- The provision of funding to service provider agencies to cover the incremental costs of the Municipal Pension Plan (MPP).
- Dialogue with agencies and families around service re-design and creating alternative options for residential services.
- Promotion of Individualized Funding as a choice for families.
- Encouraging the introduction of new service providers into underserved markets.

INTERNAL ORGANIZATIONAL CAPACITY

CLBC continued to face considerable risks related to the extent and pace of change it has been undertaking through the continued evolution of the service delivery model, the commitment to information management and the focus on enhanced contract monitoring. Adding to the challenge was the need to undertake service reviews to apply the new contracting and costing tools and align services to disability-related needs of the individuals supported. CLBC managed these risks through enhanced communication with staff, effective change management processes and an investment in staff training around systems and tools, the service delivery model and innovation.

Fiscal 2010/11 Operating Results

CLBC closed the year ended March 31, 2011 with a surplus from operations of $0.3 million on expenditures of $695.3 million. Savings of $28.1 million realized on existing contracted services in 2010/11 enabled CLBC to address the annualizing costs of services implemented in 2009/10 and implement additional services enhancing the lives of 1,361 supported individuals at a cost of $21.6 million for the year.

OPERATING REVENUE & EXPENSES

$ millions	2005/06 Actual (Note 2)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Budget	2010/11 Actual	More (Less) Than Budget	More (Less) Than 2009/10
Operating Revenue									
Contributions from the Province	424.6	610.3	646.0	684.4	654.9	679.0	681.0	2.0	26.1
Recoveries from the Province	7.2	12.3	29.5	27.0	50.4	-	-	-	(50.4)
Other income and recoveries	9.2	9.9	11.1	11.5	10.6	10.3	12.2	1.9	1.6
Amortization of capital contributions	-	0.5	0.9	1.3	1.8	2.8	2.4	(0.4)	0.6
Total Revenue	441.0	633.0	687.5	724.2	717.7	692.1	695.6	3.5	(22.1)
Operating Expenses									
Contracted Services									
Adults with Developmental Disabilities	374.7	528.0	559.5	590.3	619.4	631.7	639.7	8.0	20.3
Personalized Supports Initiative	-	-	-	-	-	9.2	1.8	(7.4)	1.8
Children's Services	-	55.1	73.7	73.8	41.1	-	-	-	(41.1)
Provincial Services	3.0	4.3	4.5	4.3	4.5	4.7	4.6	(0.1)	0.1
Family Independence Fund Grant	30.0	-	-	-	-	-	-	-	-
Regional Operations & Administration	32.9	44.6	48.4	52.7	49.5	43.1	46.0	2.9	(3.5)
Capital asset amortization	0.2	0.9	1.4	1.8	2.5	3.4	3.2	(0.2)	0.7
Total Expense	440.8	632.9	687.5	722.9	717.0	692.1	695.3	3.2	(21.7)
Net Income from Operations	0.2	0.1	-	1.3	0.7	-	0.3	0.3	(0.4)
Capital Expenditures ($ millions)	3.9	4.1	3.2	3.6	2.6	2.9	3.4	0.5	0.8
Total Debt ($ millions)	0.4	0.8	0.8	0.7	0.5	0.3	0.3	-	(0.2)
Net Assets ($ millions)	1.4	1.5	1.5	2.8	3.5	3.5	3.7	0.2	0.2

Note 1: The above financial information was prepared based on current Canadian Generally Accepted Accounting Principles

Note 2: Figures reported for 2005/06 reflect nine months of operation

OPERATING REVENUE

The 2010/11 CLBC Service Plan budgeted an increased contribution from the Ministry of Social Development (MSD) of $13.3 million, of which $5.6 million was directed to caseload pressures and $7.7 million was to increase the budget for the Personal Supports Initiative. Early in the fiscal year the Province approved additional funding of $9.1 million to address the cost of Municipal Pension Plan (MPP) implementation in the sector. Due to slower intake than anticipated for the Personalized Supports Initiative, funding for this program was reduced by $6.0 million for the year, and $1.4 million of the funding received was deferred for future use. These variances, together with some minor budget adjustments, resulted in the 2010/11 actual contributions being $2.0 million higher than budgeted.

The budgeted $13.3 million of new contributions from MSD and the additional MPP funding of $9.1 million were the major contributors to the $26.1 million increase in contributions compared to 2009/10.

The table below illustrates the relationship between the contributions from the province recorded as operating revenue and the total amount of provincial government transfers received by CLBC.

As full responsibility for the provision of children's community living services was transferred to MCFD effective October 31, 2009, no related recoveries from MCFD were either budgeted or received in 2010/11.

Other income and recoveries were over budget by $1.9 million and $1.6 million higher than 2009/10 recoveries, principally due to health authority cost share agreements on new services implemented.

CONTRACTED SERVICES — ADULTS WITH DEVELOPMENTAL DISABILITIES

Total expenditures on services for adults with developmental disabilities were $639.7 million which was $8.0 million more than budgeted and $20.3 million more than in 2009/10.

The 2010/11 CLBC Service Plan anticipated the implementation of $19.8 million of new services and required support increases to address disability-related needs of projected new caseload and the increasing service needs of existing supported individuals. Extensive reviews of existing contracted services were undertaken to optimize service and more closely align supports with individuals' disability-related needs. As a consequence $28.1 million (or less than five per cent of total expenditures on adult services) was realized from existing contracts in the fiscal year, annualizing to $39.1 million. These resources partially funded the annualizing cost of services implemented in 2009/10 and the balance was re-invested in $21.6 million (annualizing to $31.5 million) of new services and required support increases implemented in 2010/11 to enhance the lives of 1,361 individuals.

Although new contracted services expenditures and realized savings were very close to the planned amounts, overall contracted service costs for individuals with developmental disabilities exceeded budget by $8 million primarily due to the implementation of MPP within service providers.

Contracted services expenditures were $20.3 million higher than in 2009/10 principally due to the net cost of $8 million in annualisation of new services and the $9.5 million implementation of MPP. Other components of the difference include one-time reversals in 2009/10 of Health Benefit Trust and WorkSafeBC costs.

Referring to the table on the following page, with a caseload growth for 2010/11 of six per cent (a net increase of 766 individuals), CLBC implemented 2,231 new services

CONTRIBUTIONS FROM THE PROVINCE

$ millions	2005/06 Actual	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Budget	2010/11 Actual
Government Transfers							
Adult Services	430.2	559.9	591.9	624.8	662.8	681.0	675.0
Children's Services	-	52.1	54.6	61.6	-	-	-
MPP Funding	-	-	-	-	-	-	9.1
	430.2	612.0	646.5	686.4	662.8	681.0	684.1
Restricted Funding	-	-	-	-	(4.6)	-	2.4
Capital Contributions	(5.6)	(1.7)	(0.5)	(2.0)	(3.3)	(2.0)	(5.5)
Operating Contributions	424.6	610.3	646.0	684.4	654.9	679.0	681.0

or required support increases to enhance the lives of 1,361 individuals. These services had a cost in the fiscal year of $21.6 million and an annualized cost of $31.5 million, and cost on average $23,100 per person, similar to the previous two years. The resulting average annual cost per supported individual was $48,800 in 2010/11 continuing the incremental decline experienced over the last five years.

CONTRACTED SERVICES — PERSONAL SUPPORTS INITIATIVE

In the fourteen months of operation starting February 1, 2010, 169 individuals were registered under this program and 321 new services were implemented.

Expenditures for the year were under budget by $7.4 million. The budget was set based on preliminary projections for this new program. The variance is due to program start-up issues such as the time required for the eligibility and planning processes, the challenges for service providers working in this new service area, and the lower average cost of service per person to date ($27,300) compared to original estimates ($57,000).

REGIONAL OPERATIONS & ADMINISTRATION

At $43.1 million, expenditures on Regional Operations and Administration in 2010/11 were $2.9 million higher than budget due to $1.5 million in additional staffing and related costs incurred to implement the service review process, a one-time $0.7 million write-off of capital assets, and higher than budgeted workstation costs of $0.4 million. Expenditures were $3.5 million less than 2009/10 due to the reduction of staffing related to the transfer of the children's programs part way through the year.

CAPITAL EXPENDITURES

CLBC capital expenditures relate to information systems, leasehold improvements, furniture, and vehicles. CLBC receives capital contributions from the Province annually. The contributions are deferred and amortized to income over the life of the assets acquired with the funds.

CLBC received $5.5 million in capital contributions from the Province and expended $3.4 million on capital additions in the year, of which $3.3 million was for information systems.

The Information Resource Management Plan guides CLBC's information systems investment. This multi-year plan, reviewed and approved annually, implements an integrated suite of applications and the supporting infrastructure to manage the provision of services to over 13,000 individuals through approximately 4,800 contracts with 3,000 service providers across the Province. Major components of the systems plan are:

- Service Delivery Management system (PARIS)
- Contract Management System (Upside)
- Data Warehouse and Decision Support Systems (Sequel Server & Performance Point)

ADULT CONTRACTED PROGRAM SERVICES FOR INDIVIDUALS WITH DEVELOPMENTAL DISABILITIES

	2005/06 (Note 1)	2006/07	2007/08	2008/09	2009/10	2010/11
Total Number of Supported Individuals at year end	9,946	10,400	11,356	12,015	12,715	13,481
% increase from previous year	3.5%	4.6%	9.2%	5.8%	5.8%	6.0%
New Services & Required Support Increases Implemented						
Number of services	1,528	1,898	1,955	2,305	3,547	2,231
Number of individuals supported	991	1,229	1,203	1,376	2,250	1,361
Cost within the fiscal year ($millions)	16.0	18.5	18.3	25.4	36.0	21.6
Annual cost of service ($ millions)	22.3	27.3	21.7	34.3	53.3	31.5
Average annual cost per person ($000s)	22.5	22.2	18.0	24.9	23.7	23.1
Contracted Service Savings						
Saving within the fiscal year ($millions)	3.0	6.6	8.1	9.5	15.7	28.1
Annual service saving ($ millions)	1.8	8.3	8.9	12.8	20.3	39.1
Average Annual Cost per Supported Individual ($ thousands)	unavail.	52.1	51.3	49.9	50.3	48.8

Note 1 2005/06 represents a full years data to the extent that it was available

- Document Management (Sharepoint)
- Network infrastructure and desktop devices and applications

Once implemented, the systems will provide a longitudinal social record for each individual served by CLBC, automate much of the contracting process and move it to an electronic environment with effective and comprehensive reporting on deliverables and outcomes. It will facilitate the capture of information on the services provided and individuals supported and will provide analytical tools to assist in planning and forecasting.

NET ASSETS AND LIQUIDITY

Cash balances at March 31, 2011 amounted to $18.7 million, a decrease of $3.8 million from the previous year. Cash outflow from operations was $5.8 million principally due to the changes in non-cash working capital arising from a reduction in the amount of deferred restricted operating contributions and an increase in accounts receivable. Net assets, being retained earnings, increased to $3.7 million due to the operating surplus of $0.3 million.

Data Integrity

Operational and statistical data on the number of individuals supported, services requested, new and enhanced services provided and the nature and type of contracts and resources under contract to CLBC continues to be provided through a mix of business systems and manual processes. Significant improvements have been made in the manual controls around data capture on adult new and enhanced service/savings data, residential services, requested services and demographics of supported individuals. In particular, data on the eligibility and demographics of individuals presenting for service since the implementation of CLBC's service delivery management system in July 2006 has been externally reviewed and verified. Other improvements continue to be made as data collection becomes part of automated business processes developed within CLBC's operational systems for service delivery management and contract management.

Future Outlook

CLBC's 2011/12 Service Plan projects an increase in operating contributions from the Province brought into income in each of the three years of the Plan. These increases relate to the MPP implementation in service providers and increased services for those individuals eligible for the Personal Supports Initiative program.

To address future service demand from adults with developmental disabilities, CLBC will continue its service review initiative to optimize supports and more closely align services with individuals' disability-related needs. Any savings will be re-invested in new services and required support increases to address service demand and maintain the health and safety of supported individuals.

The table below presents the actual and projected growth in supported adults with developmental disabilities, and the summary revenues and expenditures for each period based on actual or approved funding levels.

FORECAST DEMAND & EXPENDITURES

	Actual						Forecast		
	2005/06 Note 2	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Service Demand (DD)									
% Increase in Supported Adults	3.5%	4.6%	9.2%	5.8%	5.8%	6.0%	5.3%	4.9%	4.6%
Revenue & (Expenditure) - $ millions									
Revenues	411	633	688	724	718	695	701	708	709
Contracted Services - Adult Developmental Disabilities	(378)	(532)	(564)	(595)	(624)	(644)	(644)	(646)	(646)
Personal Supports Initiative						(2)	(6)	(10)	(10)
Contracted Services - Children	0	(55)	(74)	(74)	(41)	0	0	0	0
Other Operations & Administration	(33)	(46)	(50)	(54)	(52)	(49)	(51)	(52)	(53)
Net Income	0	0	0	1	1	0	0	0	0

Note 1: The above financial information , including forecast information, was prepared based on current Canadian Generally Accepted Accounting Principles

Note 2: Family Independence Fund revenue and expenditures in 2005/06 has been excluded

Auditor's Report

REPORT OF THE OFFICE OF THE AUDITOR GENERAL OF BRITISH COLUMBIA

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Community Living British Columbia, and
To the Minister of Social Development, Province of British Columbia

Report on the financial statements

I have audited the accompanying financial statements of Community Living British Columbia ("the Entity"), which comprise the statement of financial position as at March 31, 2011, and the statements of operations, changes in net assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

In my view, the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Community Living British Columbia as at March 31, 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Victoria, British Columbia
May 25, 2011

John Doyle, MAcc, CA
Auditor General

Financial Statements

For the year ended March 31, 2011

Statement of Management's Responsibility for Financial Reporting

The financial statements of Community Living British Columbia have been prepared by management in accordance with Canadian generally accepted accounting principles.

Management is responsible for the preparation of the financial statements and has established systems of internal control to provide reasonable assurance that assets are safeguarded, transactions are properly authorized, and financial records provide reliable information for the preparation of timely financial statements.

The Finance & Audit Committee comprises members of the Board of Directors of Community Living British Columbia and oversees management's discharge of its financial reporting responsibilities. The Committee meets regularly with management and representatives of the external auditors to review financial information prepared by management and discuss relevant matters. The external auditors have full and free access to the Committee.

These financial statements have been approved by the Board of Directors on recommendation of the Finance and Audit Committee. The Auditor General of British Columbia has performed an independent audit of the financial statements in accordance with generally accepted auditing standards. The Auditor's Report outlines the scope of this independent audit and expresses an opinion on the financial statements of Community Living British Columbia.

Rick Mowles
Chief Executive Officer

Richard Hunter
Vice President Corporate Services

Statement of Financial Position

(Expressed in thousands of dollars)
As at March 31, 2011

	2011	2010
Assets		
Current assets:		
Cash	$ 18,703	$ 22,512
Accounts receivable and prepaid expenses	7,453	1,665
	26,156	24,177
Retiring allowance amounts receivable (Note 4a)	944	1,107
Capital assets (Note 5)	10,117	10,642
	$ 37,217	$ 35,926
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	$ 13,217	$ 13,101
Salaries, wages and benefits payable	3,770	3,347
Deferred operating contributions (Note 6)	2,275	4,621
Employee leave liability payable	998	1,075
Capital lease obligations (Note 7)	112	144
	20,372	22,288
Capital lease obligations (Note 7)	207	320
Accrued retiring allowance liabilities (Note 4a)	1,295	1,335
Deferred capital contributions (Note 8)	11,595	8,504
	33,469	32,447
Share Capital (Note 9)	-	-
Net assets:		
Invested in capital assets (Note 10)	809	2,787
Unrestricted	2,939	692
	3,748	3,479
	$ 37,217	$ 35,926

Commitments and contingencies (Note 14)

The accompanying notes are an integral part of these financial statements.

Approved on behalf of the Board:

Denise Turner
Chair

Ken Crump
Finance & Audit Committee Chair

Statement of Operations

(Expressed in thousands of dollars)
For the year ended March 31, 2011

	2011	2010
Revenues:		
Operating contributions from the Province	$ 680,950	$ 654,907
Recoveries from the Province for children's services (Note 12)	-	50,360
Cost sharing agreements with regional health authorities	11,020	9,519
Amortization of deferred capital contributions	2,409	1,795
Other income	593	720
Interest income	589	383
	695,561	717,684
Expenses:		
Adult Contracted Program Services:		
Residential	427,447	411,401
Non-residential	215,211	209,087
Children's Contracted Program Services (Note 12):		
Residential	-	17,567
Non-residential	-	23,539
Compensation and benefits	33,628	35,414
General expenses	5,096	5,726
Building occupancy costs	4,709	4,999
Communications and information technology	4,185	4,579
Amortization of capital assets	3,155	2,457
Administration costs	1,861	2,247
	695,292	717,016
Excess of revenues over expenses	$ 269	$ 668

The accompanying notes are an integral part of these financial statements.

Statement of Changes in Net Assets

(Expressed in thousands of dollars)
For the year ended March 31, 2011

	Invested in capital assets	Unrestricted	2011	2010
Net assets, beginning of period	$ 2,787	$ 692	$ 3,479	$ 2,811
Excess (deficiency) of revenues over expense	(746)	1,015	269	668
Net change in capital assets (Note 10)	(1,232)	1,232	-	-
Net assets, end of period	$ 809	$ 2,939	$ 3,748	$ 3,479

The accompanying notes are an integral part of these financial statements.

Statement of Cash Flows

(Expressed in thousands of dollars)
For the year ended March 31, 2011

	2011	2010
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	$ 269	$ 668
Items not involving cash:		
Amortization of deferred capital contributions	(2,409)	(1,795)
Amortization of capital assets	3,155	2,457
Loss on disposal of capital assets	740	-
	1,755	1,330
Changes in non-cash working capital	(7,548)	3,602
	(5,793)	4,932
Financing activities:		
Additions to deferred capital contributions	5,500	3,312
Addition to obligations under capital leases	-	30
Reduction to obligations under capital leases	(145)	(245)
	5,355	3,097
Investing activities:		
Purchase of capital assets	(3,370)	(2,703)
Disposal of capital assets	(1)	79
	(3,371)	(2,624)
(Decrease) increase in cash	(3,809)	5,405
Cash, beginning of period	22,512	17,107
Cash, end of period	$ 18,703	$ 22,512

The accompanying notes are an integral part of these financial statements.

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2011

1. Authority and purpose

Community Living British Columbia (CLBC) was established on July 1, 2005 under the Community Living Authority Act as a Crown Agency of the Province of British Columbia.

CLBC is accountable to the provincial government through the Minister of Social Development (the Minister) and is mandated to provide a variety of community living supports and services for adults with developmental disabilities, and their families. CLBC manages these supports and services which are provided through contract arrangements between CLBC and individuals and agencies throughout the province. CLBC is responsible for directing operations, enforcing standards, and managing funds and services. The Minister is responsible for the legislative, regulatory and public policy framework within which CLBC operates.
CLBC is dependent on the Ministry of Social Development (MSD) to provide sufficient funding to continue operations.

CLBC is exempt from both federal and provincial income and capital taxes.

On July 1, 2010, CLBC became subject to Harmonized Sales Tax on purchases of taxable property and services. Prior to July 1, 2010 CLBC was exempt from Goods and Services Tax.

2. Significant accounting policies

a) Basis of presentation:

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles for not-for-profit organizations.

b) Revenue recognition:

CLBC follows the deferral method of accounting for contributions.

Unrestricted operating contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted operating contributions for expenses of future periods are deferred and recognized as revenue in the period in which the related expenses are recognized.

Externally restricted contributions for the purchase of capital assets are deferred and amortized into revenue on the same basis as the related capital assets are amortized.

c) Financial instruments:

CLBC follows the Canadian Institute of Chartered Accountants (CICA) Handbook Section 3855 – "Financial Instruments – Recognition and Measurement" and CICA Handbook Section 3861 – "Financial Instruments – Disclosure and Presentation".

CLBC's financial instruments include cash, accounts receivable, accounts payable and accrued liabilities, and salaries, wages and benefits payable. Cash is classified as held for trading. Accounts receivable are classified as loans and receivables. Accounts payable and accrued liabilities and salaries, wages and benefits payable are classified as other financial liabilities.

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2011

d) Capital assets:

Capital assets are recorded at cost. Amortization is calculated on a straight-line basis over the assets' estimated useful lives or lease term at the following rates:

Asset	Rate
Leasehold improvements	Lease term to a maximum of 5 years
Vehicles	7 years
Furniture and equipment	5 years
Information systems	3-5 years

Assets acquired under capital lease are amortized over the lesser of the estimated life of the asset and the lease term.

Systems development work-in-progress represents the unamortized costs incurred for the development of information technology which is not substantially complete. On completion, the work-in-progress balance is transferred to the completed assets account and amortized over its estimated useful life.

e) Employee future benefits:

Liabilities, net of plan assets, are recorded for employee retiring allowance benefits as employees render services to earn those benefits. The actuarial determination of the accrued benefit obligations uses the projected benefit method prorated on service. That method incorporates management's best estimate of future salary levels, retirement ages of employees, and other actuarial factors.

Defined contribution plan accounting is applied to the multi-employer defined benefit pension plan because sufficient information is not available to apply defined benefit accounting. Accordingly, contributions are expensed as they become payable.

f) Future change in accounting framework – Public Sector Accounting Standards:

The Canadian Institute of Chartered Accountant's Public Sector Accounting Board sets the standard for Generally Accepted Accounting Principles (GAAP) to be applied by Canadian government organizations.

The Province of British Columbia issued a directive pursuant to section 23(1) of the Budget Transparency and Accountability Act requiring CLBC to adopt Public Sector Accounting Standards, without not-for-profit provisions, effective April 1, 2011.

CLBC's March 31, 2012 financial statements will be prepared under Public Sector Accounting Standards, including a restatement of comparative figures for the 2011 fiscal year. CLBC is currently evaluating the impacts of the change in accounting framework on its financial statements.

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2011

3. Measurement uncertainty

In preparing these financial statements, management has made estimates and assumptions that affect the reported amounts in the financial statements and the disclosure of contingent assets and liabilities. Significant areas requiring the use of management estimates include the determination of useful lives of capital assets and the estimation of amounts which may become payable to retiring employees.

4. Employee future benefits

a) Employee retiring allowance benefits:

Employees with 20 years of service and having reached a certain age are entitled to receive special payments upon retirement or as specified by collective agreements. These payments are based upon final salary levels and the number of years of service.

Some employees of CLBC have accrued service with other British Columbia government organizations. Under an agreement between CLBC and the Public Service Agency (PSA) of the British Columbia government, the portion of retiring allowance benefits attributable to periods of employee service other than at CLBC, is recoverable from PSA.

Retiring allowance liabilities and the related receivable from PSA are based on an actuarial valuation at March 31, 2011 (2010 - March 31, 2007).

	2011	2010
Benefit obligation, as at March 31,	$ 1,295	$ 1,335
Amount recoverable from PSA, as at March 31,	944	1,107
Assumptions as of March 31,		
Discount rate	4.5%	6.75%
Rate of compensation increase	3.75%	4%
Benefit expense	79	195
Benefits paid	119	57

b) Employee pension benefits:

CLBC and its employees contribute to the Public Service Pension Plan (the Plan). The British Columbia Pension Corporation administers the Plan, including payments of pension benefits to employees. The Plan is a multi-employer, defined benefit plan. Under joint trusteeship, the risk and reward associated with the Plan's unfunded liability or surplus is shared between the employers and the plan members and will be reflected in their future contributions. The most recent actuarial valuation, at March 31, 2008, disclosed an actuarial surplus. The next actuarial valuation will be at March 31, 2011.

CLBC contributions to the Plan of $2.3 million were expensed during the year ending March 31, 2011 (2010 - $2.5 million).

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2011

5. Capital assets

2011	Cost	Accumulated amortization	Net book value
Leasehold improvements	$ 1,788	$ 1,345	$ 443
Vehicles under capital lease	897	578	319
Vehicles	105	15	90
Furniture and equipment	876	600	276
Information systems hardware/software	12,458	7,161	5,297
Systems development work-in-progress	3,692	-	3,692
	$ 19,816	$ 9,699	$ 10,117

2010	Cost	Accumulated amortization	Net book value
Leasehold improvements	$ 1,788	$ 1,136	$ 652
Vehicles under capital lease	921	457	464
Vehicles	105	-	105
Furniture and equipment	764	437	327
Information systems hardware/software	10,148	4,535	5,613
Systems development work-in-progress	3,481	-	3,481
	$ 17,207	$ 6,565	$ 10,642

6. Deferred operating contributions

Deferred operating contributions represent unspent amounts received from the Province that are restricted for specific operating purposes. Amounts amortized to revenue in the Statement of Operations are recorded as operating contributions from the Province.

	2011	2010
Deferred operating contributions, beginning of period	$ 4,621	$ -
Restricted operating contributions from the Province	4,310	14,153
Amount amortized to revenue	(6,656)	(9,532)
Deferred operating contributions	$ 2,275	$ 4,621

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2011

7. Capital lease obligations

The minimum future lease payments under capital leases are as follows:

	2011	2010
Year ending March 31,		
2011	$ -	$ 148
2012	122	115
2013	107	103
2014	76	74
2015	24	24
2016	9	9
	338	473
Less amount representing interest	19	9
Present value of capital lease obligations	319	464
Less current portion	112	144
Long term portion of capital lease obligations	$ 207	$ 320

8. Deferred capital contributions

Deferred capital contributions represent the unamortized and unspent amounts of contributions received for the purchase of capital assets. Amortization of deferred capital contributions is recorded as revenue in the Statement of Operations.

	2011	2010
Deferred capital contributions, beginning of period	$ 8,504	$ 6,987
Capital contributions from the Province	5,500	3,312
Amount amortized to revenue	(2,409)	(1,795)
Deferred capital contributions, end of period	$ 11,595	$ 8,504

The balance of deferred capital contributions related to capital assets consists of the following:

	2011	2010
Unamortized deferred capital contributions used to purchase capital assets	$ 8,989	$ 7,391
Unspent contributions	2,606	1,113
Deferred capital contributions, end of period	$ 11,595	$ 8,504

9. Share capital

CLBC has issued and registered to the Minister of Finance one share with a par value of ten dollars.

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2011

10. Invested in capital assets

a) The amount invested in capital assets is calculated as follows:

	2011	2010
Capital assets (net)	$ 10,117	$ 10,642
Less amounts financed by:		
Deferred capital contributions (Note 8)	8,989	7,391
Obligations under capital leases (Note 7)	319	464
	$ 809	$ 2,787

b) The deficiency of revenue over expenses related to capital assets is calculated as follows:

	2011	2010
Amortization of deferred capital contributions	$ 2,409	$ 1,795
Amortization of capital assets	(3,155)	(2,457)
	$ (746)	$ (662)

c) The change in the amount invested in capital assets for the year is calculated as follows:

	2011	2010
Purchase of capital assets	$ 3,370	$ 2,703
Disposal of capital assets	(740)	(79)
Capital asset additions funded by deferred capital contributions	(4,007)	(2,198)
Capital asset additions funded by capital lease	-	(30)
Reduction in capital lease obligations	145	245
	$ (1,232)	$ 641

11. Financial instruments

Financial instruments include cash, accounts receivable, accounts payable, accrued liabilities, and salaries, wages and benefits payable. It is management's opinion that CLBC is not exposed to significant interest, liquidity, cash flow or credit risk arising from these instruments. The fair values of these instruments approximate their carrying values.

12. Recoveries from the Province for children's services

During 2009, responsibility for providing community living supports and services for children with developmental disabilities, which had previously been provided by CLBC, was transferred to the Ministry of Children and Family Development (MCFD). From April 1, 2009 to October 31, 2009, MCFD funded CLBC for delivering services to children with developmental disabilities on a cost recovery basis.

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2011

13. Related party transactions

CLBC is related through common control to all Province of British Columbia ministries, agencies and Crown corporations. Transactions with these entities are considered to be in the normal course of operations and are recorded at their fair market value.

Revenues derived from related parties are disclosed in the Statement of Operations. The amounts of related party transactions included within expenses are as follows:

	2011	2010
Adult Contracted Program Services:		
Residential	$ 4,842	$ 9,645
Non-residential	2,840	4,629
Children's contracted Program Services:		
Residential	-	238
Non-residential	-	277
Compensation and benefits	1,782	2,458
Building occupancy costs	4,709	4,999
Communications and information technology	3,574	4,034
Administration costs	549	706
General expenses	236	528

In addition to those amounts disclosed on the Statement of Financial Position, other amounts receivable from or payable to related parties at March 31 were:

	2011	2010
Accounts receivable and prepaid expenses	$ 4,492	$ 429
Accounts payable and accrued liabilities	5,763	6,622
Salaries, wages and benefits payable	89	69

14. Commitments and contingencies

a) Operating lease commitments:

CLBC leases premises and equipment under operating leases. Minimum future lease payments are as follows:

Year ending March 31,	
2012	$ 3,471
2013	1,634
2014	1,183
2015	1,183
2016	753

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2011

b) Contingent gains:

The Province of British Columbia has advanced funds under the Human Resource Facilities Act to agencies to purchase or upgrade facilities used to provide social services. On disposal or change of use, these funds and associated entitlements are recoverable by the Province and, at the discretion of the Province, transferred to CLBC.

The future recoverable entitlements are calculated in accordance with a formula that recognizes any change in the value of the property between the date of advancing the funds and the date of disposal or change of use.

The amount currently advanced by the Province as at March 31, 2011 is $2,854 (2010 - $2,878).

CLBC received $64 (2010 - $0) of such entitlements during the year. Receipts of entitlements are recorded as other income. It is not possible to determine the amounts that may be transferred to CLBC arising from future disposals or change of use in such facilities.

c) Litigation:

The nature of CLBC's activities is such that there is occasional litigation where CLBC is named as defendant. With respect to known claims, management is of the opinion that it has valid defences and appropriate insurance coverage in place, or if there is unfunded risk, such claims are not expected to have a material effect on CLBC's financial position. Where it is determined that a liability exists and the amount can be reasonably determined, the amount is recorded as an accrued liability and an expense.

Glossary of Terms

ACCREDITATION

Accreditation is a way to examine the extent to which an organization meets specified external standards. It involves comparing an organization's actual performance with existing industry standards of operation. Skilled and trained surveyors/ peer reviewers from the Commission on Accreditation of Rehabilitation Facilities (a third party accrediting body) check an organization against national or international standards.

ADVISORY COMMITTEE

The Advisory Committee is made up of people with a developmental disability and family members and assists the Board with governance and decision making by providing information on issues that have provincial implications for CLBC.

ANALYST

A CLBC staff member who makes decisions on requests for funding and/or services and monitors contracts, develops increased provider capacity, ensures a crisis response capacity exists in local communities, and works to improve the effectiveness of contracted services.

COMMUNITY COUNCIL

A voluntary body established in communities across the province whose role includes collaborating with community partners to support the full participation of people with developmental disabilities in their communities.

COMMUNITY INCLUSION SERVICES

Activities funded by CLBC that an individual can participate in within their home community, such as employment services, individualized supports and community based programs.

COMMUNITY LIVING AUTHORITY ACT

An Act of BC's legislature that provides the legal basis for CLBC.

DEVELOPMENTAL DISABILITY

Presence of a developmental disability is determined through an assessment provided by a registered or certified psychologist.

DIRECT FAMILY SUPPORT

Services provided by private or non-profit contractors that may include counselling, support, networking and referrals. Advocacy, educational workshops and partnership building are also important components of this work.

DIRECT FUNDING

A fixed amount of funding provided directly to an individual or family so they may purchase a specified service.

FACILITATOR

A CLBC staff member who confirms eligibility, provides information, advice and practical support to eligible individuals and families, to assist them in developing and implementing individual support plans.

GENERIC SERVICES

Services, supports, medical treatment or lifestyle choices that are available to the general public. Examples are public transportation systems, community recreation programs and hospitals.

HOME SHARING

A living situation where an adult eligible for CLBC supports shares a home with a person contracted to provide support and assistance.

INFORMAL COMMUNITY SUPPORTS

Support provided by family, friends, neighbours and community members that can include friendship as well as practical, emotional, psychological and material support.

INDIVIDUALIZED FUNDING

Money allocated by CLBC to an individual or family member to enable them to pay for supports and/or services to meet their disability-related needs that have been identified in a support plan. The amount of funding is based on the person's identified disability-related needs.

INDIVIDUAL SUPPORT PLAN

A plan that identifies how the person's disability-related needs will be met, and what their goals are for living in community. Adult individuals can develop the plan on their own, or with the assistance of a CLBC facilitator, personal network members, friends or other trusted advisors.

LIVE-IN SUPPORT

A residential service where the person with a developmental disability owns his or her own home, but has a live-in caregiver paid either directly or through an agency. The caregiver may provide: self-care assistance, relationship building skills, life skills training, meals, access to community resources and other activities as defined in an individual support plan. In this arrangement, caregivers are expected to contribute to the cost of their housing directly or in kind.

MICROBOARD

A small non-profit society created to address an individual's unique planning and support needs.

PERSON-CENTRED PLANNING

An approach to planning in which the process is controlled by the person and their family. The support plan is totally individual and creates a comprehensive portrait of the person and what they want to do with their life. It brings together all of the people who are important to the person including family, friends, neighbours, support workers and other professionals involved in their life.

PERSONALIZED SUPPORTS INITIATIVE (PSI)

CLBC has introduced the Personalized Supports Initiative (PSI) to provide services and supports to a new group of adults. Adults with both significant limitations in adaptive functioning and either a diagnosis of Fetal Alcohol Spectrum Disorder (FASD) or a diagnosis of a Pervasive Developmental Disorder (PDD) may be eligible to receive services through the PSI.

SAFEGUARDS

Mechanisms that are used to ensure people are kept safe and not put at increased risk because of their vulnerabilities. Safeguards include formal safeguards such as those provided by community care licensing, accreditation standards, legislation and service monitoring by CLBC analysts, and informal safeguards provided through community visibility, caring and supportive relationships, informal monitoring and visitation programs by community members and increased social consciousness.

SERVICE PROVIDER

An individual, company or non-profit agency that provides services for individuals and/or families under contract with CLBC.

SOCIAL MEDIA

Internet and mobile based tools for sharing and discussing information including blogs, wikis, social networking sites such as Facebook and LinkedIn, Twitter, Flickr, YouTube, podcasts and message boards. Social media includes text, pictures, video and audio.

Stay connected with CLBC:

Find us on Facebook at:
www.facebook.com/CLBC.SelfAdvocates
www.facebook.com/CLBC.Families
www.facebook.com/StartwithHi

Follow us on Twitter:
@CLBC_Connect

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JUNE 2011